

WISCONSIN'S PROGRAM ENHANCEMENT PLAN MATRIX

Outcome/Systemic Factor:	Safety Outcome 1	
Performance Item: 1	Timeliness of initiating investigation.	
PEP Strategy:	4) Assure that the expectations of families and the actions of child welfare professionals are guided by clear and comprehensive policies and standards of practice.	
Performance Goal:	Year 1: Goal = 1% improvement for Item 1.	Year 2: Goal = 2% improvement for Item 1.
Measurement Method:	Item 1- A new WiSACWIS report will be designed to track investigation completion timelines. The report will be used to establish the baseline performance level based on Q1 and Q2 results and for the quarterly progress reports. The CFSR-style case reviews described in Action Step Q will also be used to provide data for the quarterly progress reports.	

COMMENTS:

Action Steps	Benchmark Tasks	Responsible Party/Parties	Benchmark Achievement Dates
A. Improve the safety of children and the efficiency of and consistency among child welfare programs system-wide by more clearly defining the scope of child protective services (CPS) cases and the protective services access and assessment standards that guide workers.	<u>Scope of CPS Intervention</u> A.1.a Define the scope of cases requiring CPS intervention. 1) Establish workgroup consisting of BPP, BMCW, Counties, Tribes & Training Partnerships to refine the policy. 2) Define screening criteria for CPS access. 3) Define agency response to non-CPS issues (i.e. service intakes). 4) Update standards on CPS response time to clarify "diligent efforts," when and how to initiate response.	BPP & Workgroup Partners BPP BPP	Q2 Issued Q4, effective in Q5
	A.1.b Analyze WiSACWIS system design and make necessary changes to support protective service report vs. service intakes	WiSACWIS Project Team & BPP	Q3
	A.1.c Issue the new access program standard relating to intake of protective service reports and diligent efforts for response time.	BPP	Issued Q4, effective in Q5
	A.1.d Provide implementation training through regional roundtables for all staff with intake responsibilities and supervisors	BPP & Area Administration	Q5
	A.1.e Integrate policies/criteria into pre-service/foundation/ongoing Training Partnership curricula.	BPP & Training Partnerships	Q6

Action Steps	Benchmark Tasks	Responsible Party/Parties	Benchmark Achievement Dates
A. (Cont.)	<u>Multiple Reports/Allegations</u> A.2.a Develop policy for processing multiple reports of same incident or episode of alleged maltreatment and incorporate into standards. 1) Establish workgroup consisting of BPP, BMCW, Counties, Tribes and Training Partnerships to refine the policy.	BPP BPP & Workgroup Partners	Q4
	A.2.b Review and revise policy on case finding determinations and incorporate into standards. Reissue the DCFS numbered memo on case findings.	BPP	Q5, Effective in Q6
	A.2.c Analyze WiSACWIS system design and make necessary changes relating to multiple reports/allegations.	BPP, WiSACWIS Project Team & OPEP	Q5
	A.2.d Provide technical assistance and consultation to CPS supervisors in county agencies through regional roundtables upon issuance of standards/policy to assure understanding and assist with implementation at the local level.	BPP & Area Administration	Q6
	A.2.e Integrate the criteria and policies into foundation/ongoing Training Partnership curricula.	BPP & Training Partnerships	Q7
	<u>Measurement</u> A.3. Develop WiSACWIS report to measure Timeliness to Investigation.	OPEP & WiSACWIS Project Team	Q1

Notes - Outcome / Systemic Factor:

10/04: DCFS will request technical assistance from the National Resource Center on Child Maltreatment to assist in developing the access standard and policy on multiple referrals.

10/04: The access standard under Step A.1 and the multiple referral policy under Step A.2 will first issued as separate DCFS policy memos and later included in the comprehensive revision of the CPS Investigation Standards.

10/04: For Step A.2, include information related to multiple findings and the naming of a maltreater into the policy.

Outcome/Systemic Factor:	Safety Outcome 2	
Performance Item: 3	Services to family to protect children in home and prevent removal.	
PEP Strategy:	1) Help families strengthen their capacity to provide a safe and nurturing environment for their children. 3) Strengthen and diversify the child welfare workforce and build our capacity to serve families and keep children safe. 4) Assure that the expectations of families and the actions of child welfare professionals are guided by clear and comprehensive policies and standards of practice 5) Collaborate with agencies and systems to improve family access to services that ensure children are safe and healthy. 6) Improve the quality and usefulness of information needed to evaluate the safety, permanence and well being of children.	
Performance Goal:	Year 1: Goal = 1% improvement for Item 3.	Year 2: Goal = 2% improvement for Item 3.
Measurement Method:	Item 3 - A limited case review will be conducted to collect data that will be used along with CFSR results for Item 3 to establish the baseline performance level. For quarterly progress reports, a new WiSACWIS report will be developed to track the delivery of safety-related services. The CFSR-style case reviews described in Action Step Q will also be used to provide data for the quarterly progress reports.	

COMMENTS:

Action Steps	Benchmark Tasks	Responsible Party/Parties	Benchmark Achievement Dates
B. Increase our ability to help children remain safely at home by updating policy and expanding training and technical assistance on safety assessment and safety planning.	<u>Safety Assessment and Planning</u> B.1.a Update CPS Investigation and Ongoing Service Standards around safety assessment and safety planning to include assessment of parental protective capacities. 1) Establish workgroup including BPP, BMCW, Counties, Tribes, and other stakeholders to refine the policy.	BPP & Workgroup Partners	Q3
	B.1.b Develop and issue comprehensive instructions for documenting safety assessments and safety plans.	BPP	Q4
	B.1.c Refine safety assessment tools, if necessary, within WiSACWIS.	BPP & WiSACWIS Project Team	Q5
	B.1.d Expand safety training curricula for child welfare staff and supervisors to reflect changes in standards and support skills necessary to develop, implement, and monitor effective safety plans. Develop new ongoing and/or core course.	BPP, Training Partnerships, & other stakeholders	Q8

Action Steps	Benchmark Tasks	Responsible Party/Parties	Benchmark Achievement Dates
B. (cont.)	B.1.e Provide ongoing technical assistance and consultation to county child welfare supervisors to assure understanding and assist with implementation at the local level.	BPP & Area Administration	Q5
	<u>Measurement</u> B.2 Develop data sources for measurement: 1) Develop WiSACWIS report. 2) Conduct limited case review.	OPEP & WiSACWIS Project Team BPP, OPEP & QA Contractor	Q1 Q3

Notes - Outcome / Systemic Factor:

10/04: DCFS will request technical assistance from the National Resource Center on Child Maltreatment to assist in policy development related to safety assessment and safety planning.

10/04: DCFS will first issue the comprehensive instructions for documenting safety assessments and safety plans as a policy memo and later include this information into the comprehensive revisions of the CPS Investigation and Ongoing Services Standards.

10/04: Work in this area will include greater emphasis on recognizing and addressing domestic violence, mental health, substance abuse and other issues.

Outcome/Systemic Factor:	Permanency Outcome #1	
Performance Item: 6	Stability of Foster Care Placement	
PEP Strategy:	2) Improve Wisconsin's capacity to provide quality foster care to children when they cannot be safe at home. 4) Assure that the expectations of families and the actions of child welfare professionals are guided by clear and comprehensive policies and standards of practice 6) Improve the quality and usefulness of information needed to evaluate the safety, permanence and well being of children.	
Performance Goal:	Year 1: Use national standard for Item 6.	Year 2: Use national standard for Item 6.
Measurement Method:	Item 6 - The existing WiSACWIS report, Placement Stability, being used for the national standard on Placement Stability will also be used to measure improvement for this item.	

COMMENTS:

Action Steps	Benchmark Tasks	Responsible Party/Parties	Benchmark Achievement Dates
C. Stabilize placements for children in foster care and reduce the actual and statistical re-entry of children into the foster care system.	<u>Re-entry to Placement</u>		Q3
	C.1.a Define core factors affecting re-entry	OPEP	
	1) Study populations and counties that drive high re-entry rates	OPEP	
	2) Develop a review tool to determine re-entry reasons.	BPP, QA contractor & Area Administration with BMCW & Counties	
	3) Conduct limited case reviews in the "Driver Counties" to determine the reasons for re-entry into OOH.	OPEP	
	4) Analyze the results of the case reviews to identify program implications.		
	C.1.b Using the case review analysis:		
	1) Establish a workgroup consisting of BPP, BMCW, OPEP, Counties, Director of State Courts Office (DSCO), and tribes to draft a Trial Home Visit policy.	BPP, BMCW, OPEP & Workgroup Partners	Q4
	2) Develop a DCFS Memo to issue the Trial Home Visit policy to guide the use of Trial Home Visits to reduce re-entry.	BPP & OPEP	Q4
	3) Implement the policy, including providing technical assistance and how to document in WiSACWIS.	BPP, OPEP & WiSACWIS Project Team	Q5
	4) Include Trial Home Visit policy in ongoing training courses.	BPP and Training Partnerships	Q5

Action Steps	Benchmark Tasks	Responsible Party/Parties	Benchmark Achievement Dates
C. (Cont.)	C.1.c Develop other program responses to address factors contributing to re-entry to OOHC, including technical assistance, training and system reporting instructions.	BPP, OPEP, WiSACWIS Project Team & Training Partnerships with BMCW & Counties	Q5
	<u>Placement Stability</u> C.2.a Define core factors affecting placement stability and placement disruptions <ol style="list-style-type: none"> 1) Study populations and counties that drive low placement stability rates 2) Develop a review tool to determine reasons for placement disruptions 3) Conduct limited case reviews in the "Driver Counties" to determine the reasons for lack of placement stability. 4) Analyze the results of the case reviews to identify program implications. 	OPEP OPEP BPP, QA contractor & Area Administration with BMCW & Counties OPEP	Q3
	C.2.b Using the case review analysis, develop program responses to address factors contributing to instability, including technical assistance, training, and system reporting instructions.	BPP, OPEP, WiSACWIS Project Team & Training Partnerships with BMCW & Counties	Q4
	<u>Placement Handbook</u> C.3 Complete and release the WiSACWIS Placement Handbook to better support consistency and quality of placement documentation.	OPEP & WiSACWIS Project Team	Q1 and update periodically
	<u>Emergency Response Plan</u> C.4 Communicate the requirement for an "Emergency Response Plan" for a child entering foster care in all Permanency Plans to prevent placement disruption.	BPP	Q6

Notes – Outcome / Systemic Factor:

10/04: C.4 - The DCFS goal is to clearly articulate policy guidance in user-friendly ways. In the past, policy has been transmitted through issuance of numbered memos. Going forward, DCFS may add other communication strategies for transmitting policy guidance.

10/04: See Action Step Q.2 and PEP Narrative for more information on the limited case reviews for C.1 and C.2.

3/05: C.3 - The placement handbook was initially issued in August 2004 and updates to the handbook will be issued in February 2005.

Outcome/Systemic Factor:	Permanency Outcome #1	
Performance Item: 7	Permanency goal for child	
8	Reunification, guardianship, or permanent placement with relatives.	
9	Adoption	
10	Permanency goal of other planned permanent living arrangement.	
PEP strategy:	4) Assure that the expectations of families and the actions of child welfare professionals are guided by clear and comprehensive policies and standards of practice. 5) Collaborate with agencies and systems to improve family access to services that ensure children are safe and healthy.	
Performance Goal:	Year 1: Use national standards for Items 8 and 9. State goals will be set for Items 7 and 10.	Year 2: Use national standards for Items 8 and 9. State goals will be set for Items 7 and 10.
Measurement Method:	Item 7: Improvement will be measured for state purposes using a new WiSACWIS report. The CFSR-style case reviews described in Action Step Q will also be used to provide data for state measurement. Item 8 - The existing WiSACWIS report, Time to Reunification, being used for the national standard on Time to Reunification will also be used to measure improvement for this item. Item 9 - The existing WiSACWIS report, Time to Adoption, being used for the national standard on Time to Adoption will also be used to measure improvement for this item Item 10 - Improvement will be measured for state purposes using the new WiSACWIS report for Item 7 that will also be used to measure other planned permanent living arrangements. The CFSR-style case reviews described in Action Step Q will also be used to provide data for state measurement.	

COMMENTS:

Action Steps	Benchmark Tasks	Responsible Party/Parties	Benchmark Achievement Dates
D. Increase the speed and effectiveness of placing children in permanent or adoptive homes when they can no longer be safe with their parents.	<u>Concurrent Plan at 6 Months</u>		
	D.1 Develop policy/procedure to require a concurrent permanency plan no later than the six-month permanency review.	BPP, DSCO & OLC	Q2
	1) Implement the policy through DCFS Numbered Memo.	BPP with BMCW, Counties & Tribes	Issue in Q3, effective in Q4
	2) Provide training and technical assistance to child welfare supervisors in Counties and BMCW and with Tribes on effective concurrent planning and related practice issues.	BPP, DSCO, OLC, Area Administration & Training Partnerships	Q4
	3) Determine compliance with case reviews.	BPP & QA contractor	Q5 and ongoing
	<u>Permanency Plan Procedures</u>	BPP & DSCO	Q2
	D.2 Develop and communicate clarification on definitions, procedures and content of initial and subsequent permanency plans, permanency plan reviews, permanency plan hearings, including transition plans for Independent Living.		

Outcome/Systemic Factor:		Permanency Outcome #1	
Action Steps	Benchmark Tasks	Responsible Party/Parties	Benchmark Achievement Dates
D. (Cont.)	<u>Permanency Plan Reviews</u> D.3 Develop information materials for permanency plan reviewers.	BPP, DSCO & OLC	Q2
	D.4 Develop and communicate clarification on the following issues: authority to enable TPR prior to identification of adoptive resource, application of exceptions to the reasonable efforts requirement, definitions of “difficult to place” and “at-risk” children.	BPP	Q2
	<u>Foster and Adoptive Family Assessments</u> D.5.a Integrate the Foster Family Assessment and Adoptive Family Assessment into one Foster/Adoptive Family Assessment. 1) Establish a workgroup consisting of BPP, BMCW, Counties, Tribes, and Wisconsin Foster and Adoptive Parent Association (WFAPA).	BPP & Workgroup Partners	Q6
	D.5.b Distribute the new Foster/Adoptive Family Assessment to counties and encourage its use to license homes under Ch. HFS 56. 1) Require use of the combined Foster/Adoptive Family Assessment for the adoption program. 2) Determine compliance through a case review.	BPP	Q7
	D.5.c Update WiSACWIS to change the Foster Family Assessment to the Foster/Adoptive Family Assessment	BPP & WiSACWIS Project Team	Q8
	<u>Measurement</u> D.6. Develop WiSACWIS report for state measurement of Items 7 and 10.	OPEP & WiSACWIS Project Team	Q1

Notes – Outcome / Systemic Factor:

10/04: D.1 - Also see Action Step N and Benchmark O.3.

10/04: The policy on concurrent planning and other policies related to permanency planning will be first issued as a separate policy and then included in Ch. HFS 44.

Outcome/Systemic Factor:	Permanency Outcome 2	
Performance Item: 12	Placement with Siblings	
PEP Strategy:	2) Improve Wisconsin's capacity to provide quality foster care to children when they cannot be safe at home. 4) Assure that the expectations of families and the actions of child welfare professionals are guided by clear and comprehensive policies and standards of practice.	
Performance Goal:	Year 1: State goal will be set for Item 12.	Year 2: State goal will be set for Item 12.
Measurement Method:	Item 12 - - Improvement will be measured for state purposes using a limited case review and the CFSR-style case reviews described in Action Step Q.	

COMMENTS:

Action Steps	Benchmark Tasks	Responsible Party/Parties	Benchmark Achievement Dates
E. Maintain and support family connections by updating and implementing policies on sibling placement.	<u>Case Documentation</u> E.1.a Issue guidance/policy for clearly documenting efforts and reasons for not placing siblings together when placement as a group is not possible. 1) Identify location in WiSACWIS for documenting placement efforts.	BPP BPP & WiSACWIS Project Team	Q3
	E.1.b Implement policy through standard training/orientation and technical assistance with child welfare supervisors on current laws.	BPP	Q3
	<u>Placement Incentive</u> E.2 Explore use of exceptional rate structure to promote sibling group placement.	BPP & BMCW	Q3
	<u>Number of Children</u> E.3 Develop a strategy for recruiting foster families willing to take sibling groups. 1) Propose the elimination of the provision to limit to 6 the number of children in foster homes to accommodate placement of siblings. 2) Revise Adm. Rule Ch. HFS 56 and submit for legislative review and approval 3) If approved, issue the revised rule and purpose of the revision to foster care coordinators, foster parents groups, judges and other child placing agencies, as well as local child welfare agencies.	BPP	Q4 Q5 Q7

Action Steps	Benchmark Tasks	Responsible Party/Parties	Benchmark Achievement Dates
E. (Cont.)	<u>Measurement</u> E.4. Develop data sources for measurement. 1) Conduct limited case review.	BPP, OPEP & QA contractor	Q3

Notes – Outcome / Systemic Factor:

10/04: E.1 Define what activities demonstrate sufficient effort to place siblings together in policy.

10/04: E.3 The allowance for exceeding the limit of 6 children in a foster home would be provided only for the purpose of a foster parent accepting a large sibling group.

10/04: DCFS is participating in the Adopt US Kids initiative that includes an effort to recruit families to take groups of siblings.

Outcome/Systemic Factor:	Permanency Outcome 2	
Performance Item: 13 14	Visiting with parents and siblings Preserving connections	
PEP Strategy:	1) Help families strengthen their capacity to provide a safe and nurturing environment for their children. 2) Improve Wisconsin's capacity to provide quality foster care to children when they cannot be safe at home. 4) Assure that the expectations of families and the actions of child welfare professionals are guided by clear and comprehensive policies and standards of practice.	
Performance Goal:	Year 1: State goals will be set for Items 13 and 14.	Year 2: State goals will be set for Items 13 and 14.
Measurement Method:	Item 13 – Improvement will be measured for state purposes using a limited case review and the CFSR-style case reviews described in Action Step Q. Item 14 - Improvement will be measured for state purposes using a limited case review and the CFSR-style case reviews described in Action Step Q.	

COMMENTS:

Action Steps	Benchmark Tasks	Responsible Party/Parties	Benchmark Achievement Dates
F. Maintain and support family connections for children in out of home care by clarifying policies on family participation in case planning, visitation and establishing paternity.	<u>Visitation and Interaction Policy</u>		
	F.1.a Develop a policy on visitation and family interaction that promotes interaction with mothers, fathers and siblings.		
	1) Establish a workgroup consisting of Counties, Tribes, and BMCW	BPP	Q3
	2) Recommendations for developing and implementing family interaction plan.	BPP & Workgroup Partners	Q3
	3) Issue interim numbered memo on visitation/family interaction policy.	BPP	Issue in Q3, effective in Q4
	4) Include policy in revision of Ongoing Service Standards.	BPP	Q4
	5) Identify location in WiSACWIS to document the family interaction plan.	BPP & WiSACWIS Project Team	Q4
	6) Provide training and technical assistance for child welfare supervisors.	BPP & Area Administration	Q4
	7) Incorporate into pre-service training for foster parents and staff.	BMCW & Training Partnerships	Q5
	F.1.b Revise Ongoing Service Standards to promote family participation in developing the case plan.		
	1) Establish a workgroup consisting of Counties, Tribes, and BMCW to draft the revision.	BPP & Workgroup Partners	Q4
	2) Issue the revised standards.	BPP	Issue in Q5, effective in Q6

Action Steps	Benchmark Tasks	Responsible Party/Parties	Benchmark Achievement Dates
F. (Cont.)	F.1.b 3) Provide training and technical assistance for child welfare supervisors.	BPP & Area Administration	Q5
	<u>ICWA Notification</u> F.2 Develop and implement statewide identification and notification procedures to assure compliance with the Indian Child Welfare Act. 1) Develop forms with Tribes. 2) Incorporate into WiSACWIS 3) Include as part of Indian Child Welfare Act training 4) ICWA Specialist to follow up with counties and tribes to assure that notification policies are being followed	BPP & Tribes BPP & WiSACWIS Project Team BPP & Training Partnerships BPP	Q2 Q3 Q3 Q3
	<u>Measurement</u> F.3 Develop data sources for measurement. 1) Conduct limited case review.	BPP , OPEP & QA Contractor	Q3

Notes – Outcome / Systemic Factor:

10/04: F.1 - Include in policy/standards attention to family/parent identification of traditions, faith affiliation, contact with extended family, etc. for their children.

10/04: F.1 – Include in policy the purpose of and opportunities for family interaction, the criteria for establishing the frequency of visitation based on the child’s age, needs, etc., the activities that promote timely permanence, and the criteria for supervised and unsupervised visits.

10/04: F.1 - The Ongoing Services Standards are also affected by Action Steps J and N. The visitation and interaction policy will be issued in Q3 and then later incorporated into the revision of the Ongoing Services Standards.

10/04: F.2 – Provide training and other communication on WiSACWIS changes.

10/04: F.3 – Include in Core training the policy of and process for referring children to tribes for determination of Indian status and notice for tribal involvement.

3/05: F.1 – Included interim policy memo under Benchmark F.1.a..3 that was previously included in Benchmarks N.1.1 and N.2.1.

Outcome/Systemic Factor:	Permanency 2	
Performance Item: 14	Indian Child Welfare Act – Preserving tribal connections	
PEP Strategy:	4) Assure that the expectations of families and the actions of child welfare professionals are guided by clear and comprehensive policies and standards of practice. 6) Improve the quality and usefulness of information needed to evaluate the safety, permanence and well being of children. 7) Assure the quality and effectiveness of services for children and families by regularly reviewing our programs and practices	
Performance Goal:	Year 1: State goal will be set for Item 14 ICWA.	Year 2: State goal will be set for Item 14 ICWA..
Measurement Method:	Item 14 ICWA - Improvement will be measured for state purposes using a limited case review and the CFSR-style case reviews described in Action Step Q.	

COMMENTS:

Action Steps	Benchmark Tasks	Responsible Party/Parties	Benchmark Achievement Dates
G. Assure that all parties in the child welfare system are aware of and are acting in compliance with the requirements of the Indian Child Welfare Act (ICWA).	<u>ICWA Requirements</u>	BPP & Consultation Partners	Q3
	G.1 Communicate clarification of ICWA requirements to assure compliance. 1) Consult with OLC, BMCW, Bureau of Regulation and Licensing (BRL), DSCO, Department of Justice (DOJ), Counties, Tribes, and private agencies to identify methods for informing all stakeholders.		
	G.1.b Seek input from OLC, BMCW, counties and tribes to develop statutory language incorporating ICWA into Ch. 48 and, as appropriate, Ch. 938	BPP & Consultation Partners	Q4 for input Seek legislation in 2005-2006 legislative session
	G.1.c Coordinate with OLC, BMCW, Counties, Tribes and Training Partnerships to develop mechanisms for a variety of training modes (e.g., formal, web-based, distance learning) and provide training on ICWA and Wisconsin law and policies.	BPP & Training Partnerships	Q5
	G.1.d Identify and implement WiSACWIS enhancements to assure compliance with ICWA.	BPP & WiSACWIS Project Team	Q5
	G.2. Hire an Indian Child Welfare Specialist position in DCFS dedicated to improving Indian Child Welfare statewide.	BPP	Q1
	G.3 Incorporate regular monitoring of ICWA compliance into the QA process under Action Item Q	BPP	Q4

G. (Cont.)	<u>Measurement</u> G.4. Develop data sources for measurement. 1) Conduct limited case review	BPP, OPEP & QA Contractor	Q3
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Notes – Outcome / Systemic Factor:

10/04: G.2 - The new ICWA Specialist in BPP will provide ongoing technical assistance to and monitor the compliance of counties with these requirements.

3/05: G.2 - The ICWA Specialist Cathleen Connelly was hired in January 2205.

Outcome/Systemic Factor:	Permanency Outcome 2	
Performance Item: 15	Use of Relatives for Placement	
PEP Strategy:	2) Improve Wisconsin's capacity to provide quality foster care to children when they cannot be safe at home. 3) Strengthen and diversify the child welfare workforce and build our capacity to serve families and keep children safe. 4) Assure that the expectations of families and the actions of child welfare professionals are guided by clear and comprehensive policies and standards of practice	
Performance Goal:	Year 1: State goal will be set for Item 15.	Year 2: State goal will be set for Item 15.
Measurement Method:	Item 15- Improvement will be measured for state purposes using a limited case review and the CFSR-style case reviews described in Action Step Q.	

COMMENTS:

Action Steps	Benchmark Tasks	Responsible Party/Parties	Benchmark Achievement Dates
H. Maintain and support family connections for children in out of home care by searching for relatives as possible child placements.	<u>Family Member Engagement</u>		
	H.1 Enhance efforts to identify, locate and engage family members by:		
	1) Establishing workgroups consisting of Counties, Tribes and BMCW to draft the policy and tools for conducting relative search.	BPP & Workgroup Partners	Q4
	2) Developing policy/criteria to define what constitutes sufficiency of effort to identify and locate relatives and when throughout the case process to pursue identification/location of relatives.	BPP	Q5
	3) Identifying tools caseworkers can use to help locate relatives (how to conduct a relative search)	BPP	Q5
	4) Implementing policy through standard training/orientation and technical assistance for child welfare supervisors.	BPP & Area Administration	Q6
	5) Examining statutory barriers and enhancing practice expectations regarding engaging fathers and alleged fathers.	BPP	Q6
	<u>Sharing Information</u>		
	H.2 Identify what information can be shared with relatives in order to provide appropriate care of children.	BPP & OLC	Q2
	1) Obtain legal opinion		
	2) Develop and disseminate clear guidelines/policy for what information		

Outcome/Systemic Factor:	Permanency Outcome 2			
	can be shared under what circumstances.			
Action Steps	Benchmark Tasks	Responsible Party/Parties	Benchmark Achievement Dates	
H. (Cont.)	H.2 3) Identify what information needs to be shared with relatives that would require a statutory change.	BPP	Q2	
	<u>Relative Safety Assessment</u> H.3 Develop criteria, policy and procedures for assessing the safety of a child placed in a relative home: 1) Incorporate relevant criteria from the family safety assessment. 2) Seek technical assistance from the National Resource Center on Child Maltreatment, a review of current models, written resources and other materials for assessing the safety of a relative placement 3) Issue guidance for documentation 4) Include in pre-service/foundation/ongoing training for child welfare workers and supervisors.	BPP	Q7	
	<u>Relative Placement Survey</u> H.4.a Conduct a brief survey of Tribes and Counties to determine: 1) The extent to which relatives are being used for placement of a child 2) Barriers to using relatives for placement purposes.	OPEP & BPP	Q3	
	H.4.b Analyze survey data and take appropriate steps to increase use of relatives for placement.	BPP & OPEP	Q4	
	<u>Measurement</u> H.5. Develop data sources for measurement. 1) Conduct limited case review.	BPP, OPEP & QA Contractor	Q3	

Notes - Outcome / Systemic Factor:

10/04: H.1 - As noted in Action Step I.1, DCFS will explore use of parent locator system for child support agencies with the Department of Workforce Development.

3/05: H.1 – DCFS is working with DWD on access to the KIDS system for child welfare staff to access parent locate information.

3/05: H.1, H.3 and H.5 – Benchmark achievement dates have been modified so data will be available for the workgroup under H.1.

Outcome/Systemic Factor:	Permanency 2	
Performance Item: 16	Relationship of child with parent.	
PEP Strategy	1) Help families strengthen their capacity to provide a safe and nurturing environment for their children. 3) Strengthen and diversify the child welfare workforce and build our capacity to serve families and keep children safe. 4) Assure that the expectations of families and the actions of child welfare professionals are guided by clear and comprehensive policies and standards of practice 5) Collaborate with agencies and systems to improve family access to services that ensure children are safe and healthy.	
Performance Goal:	Year 1: State goal will be set for Item 16.	Year 2: State goal will be set for Item 16.
Measurement Method:	Item 16- Improvement will be measured for state purposes using a limited case review and the CFSR-style case reviews described in Action Step Q.	

COMMENTS:

Action Steps	Benchmark Tasks	Responsible Party/Parties	Benchmark Achievement Dates
I. Enhance the role of non custodial parents and other family members as prospective placement resources by developing policies and procedures on engagement, including documentation of activities to locate, adjudicate, and involve non-custodial parents.	Non-custodial Parents		
	I.1 Work with OLC, DSCO, BMCW, Counties and Tribes to identify all policies (# memos, administrative rules, statutes) that negatively impact the involvement of non custodial parents and other relatives.	BPP & Workgroup Partners	Q6
	1) Change policies, if necessary, in conjunction with the workgroup mentioned above.	BPP	Q6
	2) Issue revised policies and guidance for documenting effort to locate, adjudicate, and involve non custodial parents.	BPP	Q6
	3) Create a tool in WiSACWIS to remind caseworkers to locate/involve fathers throughout the case.	BPP & WiSACWIS Project Team	Q7
	4) Work with the Department of Workforce Development on the use of the Federal Parent Locator System by child welfare staff.	BPP	Q7
	5) Provide training to child welfare supervisors on locating and involving non custodial parents and include policies and procedures related to adjudicating paternity and, in cases involving Indian children, obtaining an acknowledgement of paternity.	BPP, BMCW & Training Partnerships	Q7

I. (Cont.)	<u>Measurement</u> I.2. Develop data sources for measurement. 1) Conduct limited case review.	BPP, OPEP & QA Contractor	Q3
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Notes - Outcome / Systemic Factor:

10/04: DCFS will use the National Resource Center for Family Centered Practice to assist with developing procedures to involve non-custodial parents.

Outcome/Systemic Factor:	Well-Being 1	
Performance Item: 17 18 20	Needs and services of child, parents and foster parents. Child and family involvement in case planning. Worker visits with parents	
PEP Strategy:	1) Help families strengthen their capacity to provide a safe and nurturing environment for their children. 4) Assure that the expectations of families and the actions of child welfare professionals are guided by clear and comprehensive policies and standards of practice. 6) Improve the quality and usefulness of information needed to evaluate the safety, permanence and well being of children. 7) Assure the quality and effectiveness of services for children and families by regularly reviewing our programs and practices	
Performance Goal:	Year 1: 1% improvement for each of Items 17, 18 and 20.	Year 2: 2% improvement for each of Items 17, 18 and 20.
Measurement Method:	Item 17- A limited case review will be conducted to collect data that will be used along with CFSR results for Item 17 to establish the baseline performance level. The CFSR-style case reviews described in Action Step Q will be used to provide data for the quarterly progress reports. Item 18- A limited case review will be conducted to collect data that will be used along with CFSR results for Item 18 to establish the baseline performance level. The CFSR-style case reviews described in Action Step Q will be used to provide data for the quarterly progress reports. Item 20 - A new WiSACWIS report regarding frequency of worker contact will be developed to establish the baseline performance level based on Q1 and Q2 results and for the quarterly progress reports. The CFSR-style case reviews described in Action Step Q will also be used to provide data for the quarterly progress reports.	

COMMENTS:

Action Steps	Benchmark Tasks	Responsible Party/Parties	Benchmark Achievement Dates
J. Ensure that Wisconsin's <u>Ongoing Child Protective Services Standards and Guidelines</u> (for children served by the child protective services system) effectively and appropriately guide workers in assessing and responding to the needs of children, parents and foster parents.	<u>Family Assessment</u>		Q5
	J.1.a Revise the Ongoing Standards regarding family assessment and case planning and convert the family assessment practice procedures to standards.	BPP & Workgroup Partners	Issue Q5, effective in Q6
	1) Establish a workgroup of counties, tribes, BMCW and Child Welfare Training Partnership to draft the revisions.	BPP	
	2) Issue revised standards.	BPP & Area Administration	
	3) Provide orientation/training and technical assistance on revised standards for child welfare supervisors.	BPP & WiSACWIS Project Team	
	4) Identify impact of revision on WiSACWIS	BPP	Q6
	J.1.b Update Wisconsin Model to reflect the revisions to standards, family assessment, and case planning.		
	1) Provide technical assistance to child welfare staff and supervisors.	BPP, & Area Administration	

Action Steps	Benchmark Tasks	Responsible Party/Parties	Benchmark Achievement Dates
J. (Cont.)	J.1.b 2) Identify how WiSACWIS can support revised practice with its current Wisconsin Model formats	BPP & WiSACWIS Project Team	Q6
	<u>Service Matching</u> J.2 Improve caseworker matching of services to service needs by: 1) Giving caseworkers information about resources available in the community. 2) Incorporating into pre-service training how specific services meet identified needs to achieve outcomes. 3) Developing tools and information to promote creative service development	BPP with Counties & BMCW BPP & Training Partnerships BPP with Counties & BMCW	Q7
	<u>Barriers to Engagement</u> J.3.a Determine barriers to engagement of families. 1) Conduct regional focus groups with child welfare caseworkers. 2) Develop actions/tasks based on the barriers identified.	BPP & Area Administration	Q4
	J.3.b Revise training available through the Child Welfare Training Partnership courses to enhance the engagement skills of caseworkers.	BPP & Training Partnerships	Q5
	J.3.c Provide training and technical assistance to child welfare supervisors on removing barriers to family engagement and revise Core Training Curriculum to include methodologies for establishing and maintaining family engagement.	BPP & Training Partnerships	Q5
	<u>Caseworker Contact</u> J.4 Develop and implement a policy on caseworker-parent/family face-to-face contact. 1) Establish workgroup consisting of counties, tribes, BMCW and Child Welfare Training Partnership to draft	BPP & Workgroup Partners	Q4

	policy.		
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Action Steps	Benchmark Tasks	Responsible Party/Parties	Benchmark Achievement Dates
J. (Cont.)	J.4 2) Identify impact on WiSACWIS 3) Issue policy and guidance for documenting contact. 4) Train caseworkers through roundtables and provide technical assistance to counties. 5) Update Training Partnership courses to increase effectiveness of worker visits.	BPP & WiSACWIS Project Team BPP BPP & Area Administration BPP & Training Partnerships	Q4 Issue in Q4, effective in Q5 Q5 Q5
	<u>Measurement</u> J. 5 Develop data for measurement: 1) Modify an existing WiSACWIS report regarding the frequency of face-to-face contact for use on a statewide basis. 2) Conduct limited case review.	OPEP & WiSACWIS Project Team BPP, OPEP & QA Contractor	Q1 Q3

Notes - Outcome / Systemic Factor:

10/04: The Ongoing Services Standards are also affected by Action Steps F and N

10/04: J.4 - Issues to consider in developing policy include minimum frequency of contact, quality of caseworker family visits, and the purpose of visits in relation to the family assessment and case planning process as well as to the case progress evaluation process.

10/04: The policy on caseworker contact will be issued first via DCFS Memo and then later incorporated into the comprehensive revision of the Ongoing Service Standards.

10/04: DCFS will use the National Resource Center for Family Centered Practice to assist with revision of the Ongoing Service Standards.

Outcome/Systemic Factor:	Well-Being 1	
Performance Item: 17 34	Needs and services of child, parents and foster parents. Foster and adoptive parent training	
PEP Strategy:	2) Improve Wisconsin's capacity to provide quality foster care to children when they cannot be safe at home. 3) Strengthen and diversify the child welfare workforce and build our capacity to serve families and keep children safe. 5) Collaborate with agencies and systems to improve family access to services that ensure children are safe and healthy.	
Performance Goal:	Year 1: 1% improvement for Item 17.	Year 2: 2% improvement for Item 17.
Measurement Method:	Item 17, Benchmarks K.1 - K.4 - A limited case review will be conducted to collect data that will be used along with CFSR results for Item 17 to establish the baseline performance level. The CFSR-style case reviews described in Action Step Q will be used to provide data for the quarterly progress reports. In addition, the existing WiSACWIS Placement Stability report will be used to measure the impact of foster parent support on placement stability. Item 34, Benchmarks K.5 and K.6 - A survey will be conducted to determine the number of foster/adoptive parents who have complete pre-service and ongoing training as a percentage of total foster/adoptive parents to establish baseline data. Data will be collected on training activities to determine the additional number of persons trained.	

COMMENTS:

Action Steps	Benchmark Tasks	Responsible Party/Parties	Benchmark Achievement Dates
K. Increase the effectiveness of support for foster parents by improving their access to information, training and resources.	<u>Services to Foster Parents</u>		
	K.1.a Hold regional focus groups with foster parents, child placing agencies, contracted service providers and county foster care coordinators to:	BPP & Workgroup Partners	Q2
	1) Identify the service and support needs of foster parents.		Q2
	2) Develop a profile of needs and identify gaps in services and supports.		Q3
	3) Develop recommendations for responding to the identified needs.		Q3
	4) Develop requirement for developing support plans for foster parents by numbered memo and later Ch. HFS 44.	BPP	Q4
	5) Develop curriculum for and provide training on foster parent support needs for joint trainings involving child welfare caseworkers and foster parents.	BPP & Training Partnerships	Q4
	K.2.a Seek input from Counties, BMCW, Tribes, and Foster Parents to develop an instrument that will guide foster care coordinators and child welfare workers in assessing a child's special needs.	BPP & Consultation Partners	Q4

Action Steps

K. (Cont.)

Benchmark Tasks	Responsible Party/Parties	Benchmark Achievement Dates
K.2.a 1) Pilot and modify the assessment instrument, as needed.	BPP & BMCW	Q5
K.2.b Provide training and technical assistance to foster care coordinators and child welfare workers on: 1) General support needs of foster parents 2) How to assess for a child's unique needs in a specific foster home and the support needs of the child's foster parents.	BPP, Area Administration & Training Partnerships	Q6
<u>Resource Center</u> K.3 Develop a Foster and Care and Adoption Resource Center that provides telephone support and referral, training of foster care coordinators and eventually increased training for foster parents. 1) Design Resource Center concept 2) Conduct RFP Process and issue contract 3) Opening of the Resource Center	BPP & Consultation Partners BPP BPP with Resource Center	Q2 Q1 Q1 Q2
<u>Pre-service and Ongoing Training</u> K.4.a Form a workgroup composed of Counties, Foster and Adoptive Parents, Tribes, BMCW and Training Partnerships to research the impact of mandating statewide foster and adoptive parent pre-service and ongoing training and determine: 1) Current percentage of foster parents attending pre-service and ongoing foster parent training (this data would be used as a baseline data). 2) Capacity to provide pre-service training on a regular basis. 3) Resource needs to provide pre-service training to all foster and adoptive parents. 4) Extent and availability of current training and need for additional training. 5) Assess ability to document training	BPP & Workgroup Partners	Q5

participation in WiSACWIS.		
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Action Steps	Benchmark Tasks	Responsible Party/Parties	Benchmark Achievement Dates
K. (Cont.)	K.4.a 6) Identify if revisions to HFS 56 are necessary.	BPP & Workgroup Partners	Q5
	K.4.b Specify/define foster/adoptive parent pre-service and ongoing training needs. 1) Specifically define pre-service training requirements based on competencies and identify curriculum that can be used (including PACE).	BPP, Resource Center and Training Partnerships	Q6
	K.4.c Specify/define foster/adoptive parent pre-service and ongoing training needs. 2) Identify competencies that ongoing training will be based on and the hours of 3) Specifically define pre-service training requirements based on competencies and identify curriculum that can be used (including PACE). 4) Identify competencies that ongoing training will be based on and the hours of required training. 5) Develop criteria for determining equivalencies and or exemptions for pre-service and ongoing training. 6) Modify any related numbered memos or administrative rules. 7) Develop a method to consistently document training information in the foster care record.	BPP, Resource Center and Training Partnerships	Q6

Action Steps	Benchmark Tasks	Responsible Party/Parties	Benchmark Achievement Dates
K. (Cont.)	<u>Foster Parent Handbook</u>		
	K.5.a Create workgroup composed of BMCW, Counties, Tribes, private agency staff, attorneys and foster parents to identify purpose, audience, and uniform content of a model handbook	BPP and Workgroup Partners	Q5
	1) In conjunction with the workgroup, develop model handbook and submit for review by all counties, private agencies, tribes, legal staff, etc.	BPP	Q6
	2) Finalize and distribute model handbook.	BPP with Counties & BMCW	Q7
	3) Communicate the requirement that Counties and other licensing agencies develop foster parent handbooks in consultation with their foster parents.	BPP & BMCW	Q7
	4) Have all licensing agencies provide orientation/training on use of handbook.	BPP with Counties, BMCW and Licensing Agencies	Q8
	K.5.b Include in foster parent handbook information on using and accessing community resources.	BPP with Counties & BMCW	Q7
	K.5.c Revise Chs. HFS 38, 54 and 56, if applicable, to require private child placing agencies to develop foster parent handbooks in consultation with their foster parents.	BPP & BRL	Q8
	<u>Measurement</u>		
	K.6. Develop data for measurement:		
	1) Conduct limited case review.	BPP, OPEP & QA Contractor	Q3
	2) Conduct survey on training.	BPP & OPEP	Q3 and ongoing

Notes – Outcome / Systemic Factor:

10/04: K.2, K.4 and K.5 - BMCW involvement includes the Milwaukee Out-of-Home Care (foster home recruitment and licensing) contractor

3/05: K.3 – The Foster Care and Adoption Resource center contract was awarded by DCFS to Adoption Resources of Wisconsin in December 2004. Three regional Resource Center offices will begin operation in Spring 2005.

Outcome/Systemic Factor:	Well Being 3	
Performance Item: 22 & 23	Physical and mental health needs of the child	
PEP Strategy:	2) Improve Wisconsin's capacity to provide quality foster care to children when they cannot be safe at home. 5) Collaborate with agencies and systems to improve family access to services that ensure children are safe and healthy.	
Performance Goal:	Year 1: State goals will be set for Items 22 and 23.	Year 2: State goals will be set for Items 22 and 23.
Measurement Method:	Item 22- Improvement will be measured for state purposes using a limited case review and the CFSR-style case reviews described in Action Step Q. DCFS will also explore the use of Medicaid utilization data for state measurement purposes. Item 23 – Improvement will be measured for state purposes using a limited case review and the CFSR-style case reviews described in Action Step Q.	

COMMENTS:

Action Steps	Benchmark Tasks	Responsible Party/Parties	Benchmark Achievement Dates
L. Pilot managed care program in Milwaukee for children in foster care that will provide every child with mental, physical and dental health care.	<u>Managed Care Pilot</u>		
	L.1.a Develop a managed care program for foster children in Milwaukee with the Division of Health Care Financing (DHCF). 1) Conduct RFP process. 2) Award contract.	BMCW & BPP with DHCF and Milwaukee community reviewers DHCF with BMCW DHCF	Q1 Q2
	L.1.b Begin implementation of the managed care pilot in Milwaukee.	BMCW & DHCF with community partner involvement.	Q3
	L.1.c Review preliminary results of the pilot for dental and mental health care.	BMCW & DHCF with BPP, OPEP & Bureau of Mental Health and Substance Abuse (BMHSAS)	Q7
	L.1.d Present preliminary findings to the statewide mental health workgroup and other health and dental care constituents and develop a recommendation for the balance of the state.	BPP & BMHSAS	Q8
	<u>Measurement</u> L.2 Develop data sources for measurement. 1) Conduct limited case reviews. 2) Evaluate Medical Assistance utilization data	BMCW, BPP & QA contractor BMCW, DHCF & OPEP	Q5 Q4 and ongoing

L. (Cont.)

Notes - Outcome / Systemic Factor:

10/04: Action Steps L and M both address the process of screening and assessing persons for mental health service needs.

10/04: L.2 - The special case reviews will focus on the differences in health and mental health services between the BMCW and the balance of the state.

10/04 L.2 - The BMCW quality assurance program will monitor and measure the impact of the managed care program services for foster children in Milwaukee.

3/05: L.1 – The responsibilities for tasks under Benchmark L.1 are clarified.

3/05: L.2 - The special case reviews will be conducted in Quarter 5 as part of the BMCW comprehensive review. Statewide CQI reviews will begin in Quarter 4.

Outcome/Systemic Factor:	Well Being 3	
Performance Item: 23	Mental health needs of the child	
PEP Strategy:	2) Improve Wisconsin's capacity to provide quality foster care to children when they cannot be safe at home. 5) Collaborate with agencies and systems to improve family access to services that ensure children are safe and healthy.	
Performance Goal:	Year 1: State goal will be set for Item 23.	Year 2: State goal will be set for Item 23.
Measurement Method:	The measurement method for Item 23 is described in Action Step L.	

COMMENTS:

Action Steps	Benchmark Tasks	Responsible Party/Parties	Benchmark Achievement Dates
M. Work with children's mental health experts and county and tribal child welfare agencies to: <ul style="list-style-type: none"> Develop a statewide policy and child welfare worker support for the screening and assessment of the mental health needs of children who have been abused or neglected. Create a capacity improvement plan for screening, assessment and treatment. 	Mental Health M.1.a Form a statewide work group and a process for a statewide dialog to gain consensus on mental health practices in Wisconsin's child welfare system. 1) Recruit members, set agendas, meeting dates and timelines.	BPP with Counties, Tribes, BMCW, BMHSAS, DHCF, Area Administration and mental health advocacy groups	Q5
	M.1.b Form an internal state staff workgroup to develop a capacity improvement plan for screening, assessment and treatment.	BPP with BMHSAS & DHCF	Q6
	M.1.c Host a statewide forum and regional meetings to refine the Wisconsin Model of child welfare practice in order to identify family mental health issues.	BPP & Consultation Partners	Q6
	M.1.d Draft and circulate proposed policies and incorporate comments from key constituents.	BPP & State Staff Workgroup	Q7
	M.1.e Update the WI Model to assist in Identifying possible mental health issues and issue revised instructions. 1) Update WiSACWIS, as necessary, for changes in WI Model and related tools. 2) Orient/train child welfare supervisors from BMCW, Counties, and Tribes. 3) Revise any related curricula for child welfare case workers and provide training through the Training Partnership.	BPP BPP & WiSACWIS Project Team BPP & Area Administration BPP & Training Partnership	Q8

Notes - Outcome / Systemic Factor:

10/04: This action step and associated benchmark tasks will assist child welfare workers and supervisors in identifying and responding to mental health issues.

Outcome/Systemic Factor:	Case Review	
Performance Item: 25	Case plan developed jointly with child's parents	
PEP Strategy:	1) Help families strengthen their capacity to provide a safe and nurturing environment for their children. 4) Assure that the expectations of families and the actions of child welfare professionals are guided by clear and comprehensive policies and standards of practice. 5) Collaborate with agencies and systems to improve family access to services that ensure children are safe and healthy.	
Performance Goal:	Year 1: N/A – Systemic Factor.	Year 2: N/A – Systemic Factor.
Measurement Method:	Item 25 - The same case review process used to measure improvement on Item 18 will also be used to measure improvement on Item 25. The CFSR-style case reviews described in Action Step Q will be used to provide data for the quarterly progress reports.	

COMMENTS:

Action Steps	Benchmark Tasks	Responsible Party/Parties	Benchmark Achievement Dates
N. Make family involvement in child welfare case planning a centerpiece of the administrative rules that govern practice and policy for children in out of home care. (Ch. HFS 44)	<u>Ch. HFS 44</u>		
	N.1 Identify all items from PEP and 5-Year Child and Family Service Plan that should be incorporated into Ch. HFS 44 and begin revisions.	BPP	Q3
	1) Reactivate the Ch. HFS 44 Workgroup.	BPP	Q3
	2) In conjunction with Ch. HFS 44 Workgroup, complete draft of Ch. HFS 44 for review by OLC.	BPP, OLC & Workgroup Partners	Q4
	3) Circulate the draft to Counties, Tribes, private agencies and other constituents and solicit comments. Make revisions with the Workgroup.	BPP & Workgroup Partners	Q5
	4) Conduct public hearings.	BPP	Q6
	5) Identify WiSACWIS functions and revise as necessary.	BPP & WiSACWIS Project Team	Q6
	6) Issue the final rule and communicate with all appropriate parties.	BPP, BMCW & DSCO	Issue in Q7, effective in Q8
	7) Provide targeted training on Ch. HFS 44 to caseworkers, supervisors from Counties and Tribes as well as court/legal staff,	BPP & DSCO	Q8 and ongoing

Action Steps	Benchmark Tasks	Responsible Party/Parties	Benchmark Achievement Dates
N. (Cont.)	<u>Ongoing Service Standards</u>		
	N.2 Identify all items from PEP and 5-Year Child and Family Service Plan that should be incorporated into the Ongoing /Service Standards and begin revisions.	BPP	Q3
	1) Establish workgroup consisting of Counties, Tribes, BMCW and Training Partnership to revise the standards.	BPP	Q3
	2) In conjunction with Workgroup, complete draft of revised standards.	BPP & Workgroup Partners	Q4
	3) Circulate the draft to Counties, Tribes, private agencies and other constituents and solicit comments. Make revisions with the Workgroup.	BPP & Workgroup Partners	Q4
	4) Identify WiSACWIS functions and revise as necessary.	BPP & WiSACWIS Project Team	Q5
	5) Issue revised Ongoing Service Standards.	BPP	Issue in Q5, Effective in Q6
	6) Provide training and technical assistance for child welfare supervisors on the revised standards.	BPP, Area Administration & Training Partnerships	

Notes - Outcome / Systemic Factor:

10/04: Benchmark N.1 is related to Benchmark O.3.

3/05: Benchmarks N.1.1 and N.2.1 were deleted and the task covered under Benchmark F.1.a.3.

Outcome/Systemic Factor:	Case Review	
Performance Item: 28	Process for termination of parental rights proceedings	
PEP Strategy:	4) Assure that the expectations of families and the actions of child welfare professionals are guided by clear and comprehensive policies and standards of practice. 5) Collaborate with agencies and systems to improve family access to services that ensure children are safe and healthy.	
Performance Goal:	Year 1: N/A – Systemic Factor.	Year 2: N/A – Systemic Factor.
Measurement Method:	Item 28 - Data from the Director of State Courts Office (DSCO) data along with Consolidated Court Automation Programs (CCAP) data will be used to provide data for the quarterly progress reports. DCFS will work with the Court Improvement Program in DSCO to compile and analyze the information.	

COMMENTS:

Action Steps	Benchmark Tasks	Responsible Party/Parties	Benchmark Achievement Dates
O. Move children more quickly to permanency when they can no longer be safe at home by expediting the Termination of Parental Rights (TPR) when it is appropriate and necessary.	<u>Adoptive Resource</u> O.1 Communicate clarification regarding the current law on proceeding to a TPR when an adoptive resource has not been identified and related issues	BPP	Q1
	<u>Permanency Reviews</u> O.2 Continue to provide training for child welfare supervisors and caseworkers and judges and other court legal staff on current statutes regarding permanency reviews and hearings, Adoption and Safe Families Act (ASFA) timeline, TPR process, etc. (aka the Act 109 training). Training will be done through developed materials, technical assistance, and a variety of training formats	BPP, OLC, DSCO & contracted trainers	Q2 and ongoing
	<u>Concurrent Plan</u> O.3 Develop policy/procedure to require a concurrent permanency plan no later than the six-month permanency review. 1) Implement the policy through DCFS numbered memo. 2) Provide training and technical assistance to child welfare supervisors from Counties, BMCW and Tribes on effective concurrent planning and related practice issues. 3) Determine compliance through case reviews.	BPP, DSCO & OLC BPP with BMCW, Counties & Tribes BPP, DSCO, OLC, Area Administration & Training Partnerships BPP	Q2 Issue in Q3, effective in Q4 Q4 Q5 and ongoing

Action Steps	Benchmark Tasks	Responsible Party/Parties	Benchmark Achievement Dates
O. (Cont.)	<u>TPR Processing</u> O.4 Analyze TPR case processing as part of Court Improvement Project reassessment and jointly implement recommendations with Director of State Courts Office.	BPP & DSCO with BMCW & Counties	Q6
	<u>Legal Services</u> O.5 Communicate to counties a reminder of the existence of IV-E funds for legal services related to TPR.	BPP	Q1
	<u>Measurement</u> O.6. Work with DSCO to develop report from CCAP to monitor ASFA and TPR related court proceedings.	OPEP & DSCO	Q2

Notes - Outcome / Systemic Factor:

10/04: O.3 - This Benchmark is the same as D.1. The concurrent plan requirement will be included in HFS Ch. 44, but implemented prior to full implementation of the administrative rule as described in N.1.

10/04: DCFS will use the National Resource Center on Children and the Law and the National Resource Center on Permanency Planning to develop training on permanency reviews.

10/04: DCFS will use the National Resource Center on Children and the Law and the National Resource Center on Permanency Planning to develop policy and procedure on concurrent planning.

3/05: O.1 - DCFS Permanency Consultants are communicating with counties that an adoptive resource is not required to proceed with TPR.

3/05: O.5 – The DCFS memo was revised in January 2005 and will be issued in February 2005.

Outcome/Systemic Factor:	Case Review	
Performance Item: 29	Notification of and opportunity to participate in hearings.	
PEP Strategy:	2) Improve Wisconsin's capacity to provide quality foster care to children when they cannot be safe at home; 4) Assure that the expectations of families and the actions of child welfare professionals are guided by clear and comprehensive policies and standards of practice.	
Performance Goal:	Year 1 N/A – Systemic Factor.	Year 2: N/A – Systemic Factor.
Measurement Method:	The case review process described in Action Step Q will be used to collect information about the participation of foster parents and other custodians in hearings for the cases reviewed. To obtain additional information more applicable to determine statewide performance, a survey process will be used to collect information from foster parents and other custodians. The case review and survey results will be used for quarterly progress reports.	

COMMENTS:

Action Steps	Benchmark Tasks	Responsible Party/Parties	Benchmark Achievement Dates
P. Clarify the responsibility and role of foster parents and other physical custodians for participation in legal reviews and court hearings	<u>Input Process</u> P.1 Establish a process for judges to seek input from foster parents and other physical custodians in court hearings.	BPP & DSCO;	Q5
	<u>Role in Reviews</u> P.2 Incorporate role and responsibility of foster parents and other physical custodians in: 1) Pre-service training for foster parents. 2) Training for child welfare staff 3) Model handbook for foster parents	BPP, & Training Partnerships BPP & Training Partnerships BPP, BMCW & Licensing Agencies	Q6 Q6 Q7
	<u>Measurement</u> P.3 Develop data for measurement: 1) Conduct survey on participation.	BPP & OPEP	Q3 and ongoing

Notes - Outcome / Systemic Factor:

10/04: P.1 – The National Resource Center on Children and the Law will be used for this task.

10/04: P.2 – The National Resource Center on Permanency Planning will be used for this task.

Outcome/Systemic Factor:	Quality Assurance System	
Performance Item: 31	The State is operating an identifiable quality assurance system	
PEP Strategy:	4) Assure that the expectations of families and the actions of child welfare professionals are guided by clear and comprehensive policies and standards of practice. 6) Improve the quality and usefulness of information needed to evaluate the safety, permanence and well being of children. 7) Assure the quality and effectiveness of services for children and families by regularly reviewing our programs and practices.	
Performance Goal:	Year 1: N/A _ Systemic Factor	Year 2: N/A – Systemic Factor.
Measurement Method:	The CFSR-style case review process will be used to collect information for several of the Action Steps. A special case review will be conducted in Q2 to establish baseline performance levels for multiple CFSR performance items. The ongoing case reviews will provide information for the quarterly progress reports. Information about the QA process (e.g., number of reviews, number of cases, review results, etc.) will be included in the quarterly progress reports.	

COMMENTS:

Action Steps	Benchmark Tasks	Responsible Party/Parties	Benchmark Achievement Dates
Q. For the first time in Wisconsin's child welfare history, design and implement a comprehensive, statewide Quality Assurance program. Build on the strength of existing programs and support the efforts of child welfare agencies to maintain an environment that encourages learning and program improvement.	<u>Statewide QA Capacity</u> Q.1 Develop Statewide QA capacity within BPP. 1) Recruit new state QA manager and coordinator positions. 2) Conduct RFP process for case reviewer contract and issue contract.	BPP	Q1 Q1
	Q.2 Conduct limited case reviews to collect information for PEP baselines 1) Using the federal CFSR review tool and primarily state staff and QA contractor, conduct limited case reviews in selected counties. 2) Using review tools developed in C.1 and C.2, conduct limited case reviews for placement stability and re-entry in the "Driver Counties." 3) Use the limited case review results to assist in the determination of baseline performance levels.	BPP, QA contractor & Area Administration Staff BPP, QA contractor & Area Administration Staff OPEP	Q3 Q3 Q3 and ongoing

Action Steps	Benchmark Tasks	Responsible Party/Parties	Benchmark Achievement Dates
Q. (Cont.)	<u>Case Review Model</u>		
	Q.3. Develop case review model that replicates and expands upon the federal CFSR process and collects data needed for PEP and state QA purposes.	BPP & OPEP	Q2
	1) Establish workgroup including BMCW, Counties, Area Administration, Tribes, Training Partnerships, OPEP, DSCO and QA contractor to further develop the case review model.	BPP & Workgroup Partners	Q2
	2) Conduct focus groups of stakeholders that are important partners in effective child protection.	BPP & Workgroup Partners	Q3
	3) Develop the standardized review format and review tools.	BPP and QA contractor	Q4
	4) Finalize state review tools.		Q4
	5) Develop protocols, policies and procedures related to the review process.	BPP and QA contractor	Q4
	6) Develop and provide statewide training and technical assistance to Counties on the case review model.	BPP, QA contractor & Area Administration	Q4
	7) Incorporate review formats/tools into the WiSACWIS system.	BPP, OPEP & WiSACWIS Project Team	Q4
	Q.4 Work with BMCW to coordinate Statewide QA process with the BMCW QA process.	BPP, BMCW & OPEP	
	1) BMCW conduct comprehensive review for CY 2004.		Q1
	2) Develop methods to integrate BMCW QA data with Statewide QA data.		Q2
	3) Include BMCW as part of the regular case reviews and special case review monitoring.		Q3 and ongoing
	<u>Pilot QA Process</u>		
	Q.5.a Pilot the Statewide QA Process	BPP, QA Contractor & Area Administration Staff	
	1) Orient and train new QA staff to conduct CFSR-style case reviews.		Q2

Q3

Action Steps	Benchmark Tasks	Responsible Party/Parties	Benchmark Achievement Dates
Q. (Cont.)	Q.5.a 2) Begin to recruit peer reviewers for all types of reviews, including staff from Counties, Tribes, service providers and stakeholders. 3) Provide training and technical assistance for peer reviewers. 4) Conduct pilot reviews in 2 to 3 counties	BPP, QA Contractor & Area Administration Staff	Q3 Q3 Q4
	Q.5.b Implement the CFSR-style review process reviewing 15 Counties annually and integrate with BMCW annual comprehensive case review.	BPP & QA contractor with Counties & BMCW	Q5 and ongoing
	<u>QA Reports</u> Q.6. Establish a workgroup consisting of BMCW, Counties, Area Administration, Tribes, Training Partnerships, OPEP, DSCO and QA contractor to develop effective performance reports and other requested reports and related policies to local agencies. 1) Design, produce and distribute reports to local agencies. 2) Analyze and interpret data on a statewide and individual county basis. 3) Provide technical assistance and training to local agencies in designing and interpreting reports. 4) Review QA results to identify improvements needed to QA process and areas of emphasis for QA reviews	BPP & Workgroup Partners OPEP, BPP & WiSACWIS Project Team OPEP OPEP, BPP, WiSACWIS Project Team & Area Administration BPP & Workgroup Partners	Q2 and ongoing Q3 and ongoing Q3 and ongoing Q4 and ongoing Q6 and ongoing

Notes - Outcome / Systemic Factor:

10/04: The same QA workgroup will be used for Benchmarks Q.2 and Q.4

10/04: See PEP narrative for additional description of the Quality Assurance activities.

10/04: See Actions Steps C.1 and C.2 for more detail on limited case reviews under Q.2.2.

10/04: DCFS will use the National Resource Center for Organizational Improvement to develop the state QA process.

Q. (Cont.)

Progress Report:

10/04: As of the end of September, a procurement process has been conducted to select the QA vendor, The Management Group of Wisconsin in Partnership with the Child Welfare Program and Policy Group of Alabama. DCFS will begin contract negotiations with the QA vendor in October with the goal of having a contract in place by November. Once the contract is in place, the QA vendor will then begin recruitment of five (5) staff to conduct the statewide case reviews. It is expected that the QA staff will be hired by January and then oriented and trained in early 2005. The limited case reviews identified in Q.2.1 and Q.2.2 will likely be conducted in the Spring of 2005, depending on when the new QA staff are ready and the reviews can be scheduled with counties.

3/05: Q.1 – DCFS hired the CQI Program Manager Harry Hobbs in November 2004 and the CQI Coordinator Tara Miller in January 2005. In November 2004, the CQI review contract that funds 5 CQI specialists was awarded to The Management Group. Three CQI specialists were hired in January 2005 and two CQI specialists were hired in February 2005.

3/05: Q.2 – DCFS and TMG have developed a work plan to conduct the limited case reviews in May and June 2005.

3/05: Q.3 – A CQI committee of the PEP Implementation team has been formed, with 4 workgroups to address selection and preparation of counties for CQI reviews, training for reviewers including the limited case reviews, developing the CQI review protocol, and use of eWiSACWIS data for the CQI process.

3/05: Q.4 – The BMCW comprehensive review was conducted in December 2004 and January 2005. Data will be evaluated for PEP purposes after the BMCW report is completed in February 2005.

Outcome/Systemic Factor:	Staff and Provider Training	
Performance Item: 32 33	Initial staff training Ongoing staff training	
PEP Strategy:	3) Strengthen and diversify the child welfare workforce and build our capacity to serve families and keep children safe. 6) Improve the quality and usefulness of information needed to evaluate the safety, permanence and well being of children.	
Performance Goal:	Year 1: N/A – Systemic Factor.	Year 2: N/A – Systemic Factor.
Measurement Method:	Child Welfare Training Partnership data will be used to identify the extent that child welfare staff are completing foundation, ongoing and supervisor training under the current voluntary approach to training. The Training Partnership data will be used to set both baseline performance levels and for quarterly progress reports. Information collected will include an identification of caseworkers who attended classes and dates of attendance that will be compared to the total number of child welfare staff in the training region. No baseline will be established for pre-service training as it is currently not provided.	

COMMENTS:

Action Steps	Benchmark Tasks	Responsible Party/Parties	Benchmark Achievement Dates
R. Expand the frequency, accessibility and application value of child welfare training in Wisconsin.	<u>Staff Training</u>		
	R.1.a DCFS will create a committee to establish minimum requirements for pre-service, foundation, ongoing and supervisor training.	BPP & Child Welfare Training Council (Training Council)	Q1
	R.1.b The Committee will:	BPP & Committee	
	1) Review training requirements from other states.		Q2
	2) Identify critical training needed per child welfare job tasks.		Q3
	3) Explore options for on-the-job and distance learning training.		Q3
	4) Explore options for training exemption or "grandfathering" criteria.		Q3
	5) Recommend minimum requirements and exemption criteria to Child Welfare Training Council		Q4
	R.1.c DCFS will promulgate a training administrative rule.	BPP	
	1) Complete draft of training rule for review by OLC.	BPP & Training Council	Q4
	2) Circulate the draft to Counties, BMCW, Tribes, and other constituents and solicit comments. Make revisions with the Training Council.	BPP & Training Council	Q5
	3) Conduct public hearings.	BPP	Q6

Action Steps	Benchmark Tasks	Responsible Party/Parties	Benchmark Achievement Dates
R. (Cont.)	R.1.c 4) Issue final rule and communicate to all appropriate parties.	BPP & Training Partnerships	Q7
	<u>Social Work Curriculum</u> R.2. DCFS and the Training Council will create an ad hoc committee to meet with Schools of Social Work to establish a match between current academic curriculum and Training Partnership foundation training to further refine equivalencies and/or exemption criteria.	BPP, Training Council & Social Work Schools	Q6
	<u>WiSACWIS Training</u> R.3.a Establish a workgroup consisting of BPP, Counties, BMCW, OPEP, Tribes, Training Partnerships and WiSACWIS Project Team to identify and define ongoing training needs related to the automated system.	BPP & Workgroup Partners	Q2
	R.3.b Establish a WiSACWIS Training Coordinator to manage the ongoing training program.	BPP & WiSACWIS Project Team	Q3
	R.3.c Develop ongoing WiSACWIS training courses and integrate system training with case practice training.	DCFS & Training Partnerships	Q4 and ongoing
	<u>Training Capacity</u> R.4.a DCFS will develop additional options for County and Tribal access to child welfare training, including use of technology and supplemental training providers to meet pre-service, foundation and ongoing requirements for staff and supervisors.	DCFS, Training Partnerships & State Training Council	Q3 and ongoing
	R.4.b Expand the capacity of the child welfare training system to provide sufficient training to meet minimum requirements	DCFS & Training Partnerships	Q3 and ongoing

Notes - Outcome / Systemic Factor:

10/04: DCFS will use the National Resource Center for Organizational Improvement to enhance the training system capacity.

10/04: The expansion of the statewide training system will better support child welfare caseworkers and supervisors in assessing and meeting the needs of children and families. See the PEP Narrative for additional description of training activities.

3/05: The Ad-Hoc Committee on Child welfare Staff Development requirements was formed by the State training Council in September 2004 and began meeting in

November 2004. The Committee is identifying essential information a child welfare worker needs for pre-service training.

Outcome/Systemic Factor:	Safety Outcomes 1 & 2 , Permanency Outcomes 1 & 2 and Well Being Outcome 1	
Performance Item:	This Action Step applies to multiple CFSR performance Items, including timeliness of initiating investigations; recurrence of maltreatment; services to protect children in home and prevent removal; permanency planning and permanency goal achievement, visiting with parents and siblings; preserving connections; relationship of child with parent; needs and services of child, family and foster parents; child and family involvement in case planning; and worker visits with parents.	
PEP Strategy:	3) Strengthen and diversify the child welfare workforce and build our capacity to serve families and keep children safe. 4) Assure that the expectations of families and the actions of child welfare professionals are guided by clear and comprehensive policies and standards of practice. 5) Collaborate with agencies and systems to improve family access to services that ensure children are safe and healthy.	
Performance Goal:	Year 1: See PEP narrative.	Year 2: See PEP narrative.
Measurement Method:	This Action Step is to support the implementation of other Action Steps in the PEP. The impact of this Action Step will not be measured directly. The impact on CFSR performance items will be measured under other Action Steps. The quarterly progress reports will provide information on implementation of this Action Step.	

COMMENTS:

Action Steps	Benchmark Tasks	Responsible Party/Parties	Benchmark Achievement Dates
S. To ensure safety and permanence for children and to increase consistency in child welfare practice, enhance the capacity of BPP to do research, develop policy and provide technical assistance for both systemic and case-specific issues.	S.1.a Recruit for additional policy positions in BPP to develop policy/procedure and provide technical assistance.	BPP	Q1
	S.1.b Orient and train new staff.	BPP	Q2
	S.1.c Use new staff for PEP-related projects.	BPP	Q3 and ongoing

Notes - Outcome / Systemic Factor:**Progress Report:**

10/04: As of the end of September 2004, the positions have been reallocated, reclassified, job announcements made, and applications received for the positions. The applications have been screened to produce lists of qualified candidates. It is anticipated that interviews with candidates will occur in mid-October and new employees will be hired by early November. Orientation and training for the new staff will begin in November. The new staff will be trained on all applicable federal and state laws and regulations and all policies related to the provision of child welfare services in Wisconsin.

3/05: S.1 – In January 2005, Kim Eithun was hired to lead policy development related to CPS Intake and Initial Assessment while Nicole Steger will lead policy development related to CPS Ongoing Services. In February 2005, Tracey Theise-Hover was hired for the Child Welfare Case Practice Review Consultant position. The new staff will receive orientation and attend child welfare training.

Outcome/Systemic Factor:	Service Array	
Performance Item: 35	The State has in place an array of services that address the needs of families to allow children to remain safely at home and achieve permanency for children in out-of-home care.	
36	The services under Item 35 are accessible to families and children in all political jurisdictions in the State.	
PEP Strategy:	1) Help families strengthen their capacity to provide a safe and nurturing environment for their children. 2) Improve Wisconsin's capacity to provide quality foster care to children when they cannot be safe at home. 3) Strengthen and diversify the child welfare workforce and build our capacity to serve families and keep children safe. 5) Collaborate with agencies and systems to improve family access to services that ensure children are safe and healthy.	
Performance Goal:	Year 1: See PEP narrative.	Year 2: See PEP narrative.
Measurement Method:	A written statement describing core CPS services will be developed. Caseloads will be determined through examination of WiSACWIS, the use of Random Moment Time Study data, and a survey of all county agencies. Supervisor caseloads will be measured through a survey of all county agencies. The availability of and accessibility to services will be evaluated through studying information maintained by the Divisions of Disability and Elderly Services, Children and Family Services, Public Health, and Health Care Financing. In addition, a survey of county agencies and clients will be conducted.	

COMMENTS:

Action Steps	Benchmark Tasks	Responsible Party/Parties	Benchmark Achievement Dates
T. Assess the capacity of the Wisconsin child welfare system to respond effectively to the safety and permanency needs of children.	<u>Service Array Survey</u>		
	T.1.a Identify core CPS services necessary to ensure safety and achieve permanency.		
	1) Create a workgroup comprised of state, county, and court staff to develop a survey instrument.	OPEP, BPP and DSCO	Q3
	2) Conduct survey of the safety and permanency services available by county to identify gaps in service availability and barriers to accessing services.	OPEP and DHFS Evaluation Staff	Q4
	3) Analyze survey results to determine strengths and weaknesses of current service array.	OPEP and BPP	Q4
	4) Evaluate the availability and accessibility of services for children and their caregivers that address the underlying contributors to child abuse and neglect (e.g., substance abuse, physical and mental health, domestic violence, etc.).	BPP and DSCO	Q4
	T.1.b Use survey results to collaborate with Counties, Tribes, service providers to develop strategies to fill gaps in service and improve accessibility.	BPP	Q5 and ongoing

Action Steps	Benchmark Tasks	Responsible Party/Parties	Benchmark Achievement Dates
T. (Cont.)	T.1.b 1) Work with other DHFS units (DHCF and BMHSAS) and other state agencies to improve services. 2) Develop methods to target state resources to improve services.	BPP	Q5 and ongoing
	<u>Workload Management</u> T.2.a 1) Develop workgroup comprised of state and county staff to develop staff workload assessment tool. 2) Evaluate the workload of child protective services staff, including worker caseload ratios.	OPEP & BPP OPEP & workgroup partners	Q5 Q6
	T.2.b 1) Develop workgroup comprised of state and county staff to develop supervisor workload assessment tool. 2) Evaluate the workload of child protective services supervisors, including caseworker to supervisor ratios.	OPEP & BPP OPEP & workgroup partners	Q5 Q6
	T.2.c Develop methodology and necessary reports to determine staffing and caseload ratios.	OPEP & WiSACWIS Project Team with Counties	Q6 and ongoing

Notes - Outcome / Systemic Factor:

10/04: For service array items 35 and 36, PEP Action Steps J and K address service planning and individualized service to families and caregivers and Action Steps L and M are examples of steps that will be taken to improve the overall availability and accessibility of services. See the PEP Narrative for more information on Service Array.

10/04: Action Steps J, L and M also are related to Service Array.

3/05: OPEP has lead responsibility for Benchmark T.1. The survey will be conducted in Q4.

3/05: OPEP has lead responsibility for Benchmark T.2. The analysis will be conducted in Q6.